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26 May 1965

MEMORANDUM FOR THE RECORD

SUBJECT: DDI Meeting to Discuss some Aspects of the 15-year Plan

1. On 25 May Paul Borel chaired a meeting of representatives
from each of the Offices and Staffs in the DD/I to discuss some
aspects of the 15-year plan for intelligence that has been initiated
by the DCI. The two papers attached to this memorandum were dis-
tributed. The discussion which was very unorganized and somewhat
confusing was intended to present some additional information and
to elicit suggested changes and thoughts on the categories of the
intelligence production program that would be used for presenting
the manpower and fiscal requirements for the DD/I over the next
fifteen years. What follows are some rather disjointed notes of
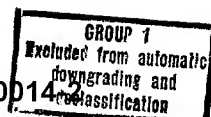what occurred at the meeting.

2. Mr. Borel stated that something was due to the DCI or
John Clarke on Friday 28 May. It was not too clear what it was
that was to be submitted but from the discussion it appeared to be
comments on attachment 1, to this memorandum, particularly the page
titled Sample, Attachment B, INTELLIGENCE PRODUCTION. He also made
the following points:

    a. The DCI has dictated some material on the general
concepts and purpose of the 15-year plan; i.e., three 5-year
periods; the first five years by year.

    b. The plan will cover the entire intelligence community
and will be presented to USIB for comment and approval.

    c. After the Program has been agreed to it will serve as
basis for planning -- phasing-in and out of capabilities and
serve as basis for budget statements. End product will reflect
requirements for bodies and dollars.

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d. The plan will have the following outline:

(1) General Purpose (DCI)

(2) Political Assumptions (Kent)

(3) Major Intelligence Objectives (to have been settled by c.o.b. 25th)

(4) Attachments Covering Functional Areas

There was very little discussion of the first three items — most of the discussion was on Attachment B (referred to above), which was a sample of the headings which would be included under the "Intelligence Production" function.

3. The headings under Intelligence Production had been drawn up by John Clarke based on the current categories used in budget justification. In that sense they include several ways of classifying intelligence production; for example, bodies or dollars could be assigned to national intelligence and current intelligence on the one hand, while at the same time these products involve S&T, economic, and/or military intelligence, etc. The main discussion was on how to classify "Intelligence Production". It was clear that the original system (attachment B) was overlapping and did not include political intelligence. There was general agreement that a geographic breakdown (e.g., USSR, Communist China, etc) made sense, and was a major way in which the classification should be made. It was also agreed that S&T, economic, military, and with political added, made another useful kind of classification.

4. After considerable discussion, there was general agreement to propose showing intelligence production in a grid listing national intelligence, current intelligence, basic intelligence — "Office of Origin" — on one side of a matrix and S&T, economic, military, and political on the other; thus showing the distribution of resources both ways. This would be arranged under a primary geographical classification, that is, there would be a sheet on the USSR, one on Communist China, etc. There was general agreement that administrative overhead would not be prorated over this particular kind of listing. The grid would show in a sense only "direct" personnel assigned to these functions.

5. At this point Borel had to leave and the meeting ended with a suggestion on his part that perhaps some people might wish to take it upon themselves to work out other approaches or perhaps advanced approaches. ▮▮▮▮▮ for example, had proposed a different kind of geographical listing from that shown. It was unclear what steps would follow, except that Offices would "be kept informed."

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6. Random Points and Comments

a. ▮▮▮▮▮ described the various problems encountered by
the DoD in setting up an over-all management plan of the kind
visualized here. He explained that the major aim in DoD was
to assign money and personnel on a mission-related basis
regardless of service of origin so that programs as a whole
could be evaluated and monitored. The categories in the draft
which are called "Functions" under Organization in a sense are
like the missions of the DoD. In the DoD, information is
classified so that it is possible to break it out on a service
basis or category basis (procurement, R&D, etc.) if needed. He
suggested that this kind of flexibility be a major aim in
setting up the program here. There was general agreement on
this point.

b. The present samples and general organization have been
heavily influenced by Clarke on the one hand, and Wheelon and
the DDS&T in general on the other, both of whom work on programs
that are set up along the lines shown.

c. OO thought it would be difficult to distribute a service
▮▮▮▮▮▮▮▮▮▮ along either a functional or geographic basis as
indicated. However, it was assumed that some arbitrary division
of effort could be made.

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Chief, Programs Division, ORR

Attachments
  As Stated

Distribution:
  Orig. — AD/RR
    1 — Ch/E   w/o attach
    1 — Ch/G   w/o attach
    1 — Ch/St/A w/o attach
    1 — Ch/D/P   w/o attach
    2 — Ch/M

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